

US EPA ARCHIVE DOCUMENT



IMPROVING WATER QUALITY – USING A QUALITY APPROACH

(THE DOLPHINS ARE BACK)

THE PROBLEM

The WORST shore water quality in US

The LARGEST dolphin kill-off in the world

The BIGGEST economic sector with major revenue drop – shore tourism

A COMPLETE lack of team cooperation

BANKRUPT town is one source of pollution

Focus on who to BLAME for the problems

BACKGROUND

NJ DEP agreed to accept business help to apply a quality approach.

DEP, EPA and Business TEAM established to guide state wide quality improvements.

OBJECTIVE

Achieve a GOAL of zero NJ ocean beach closings due to pollution.

METHODS

A business QUALITY approach

Identify ROOT CAUSES of problems

Be DATA driven

Define a clear citizen driven GOAL

Define PROCESS to achieve the goal

Identify process RESPONSIBILITIES

Use a TEAM approach

Calculate COST/BENEFITS

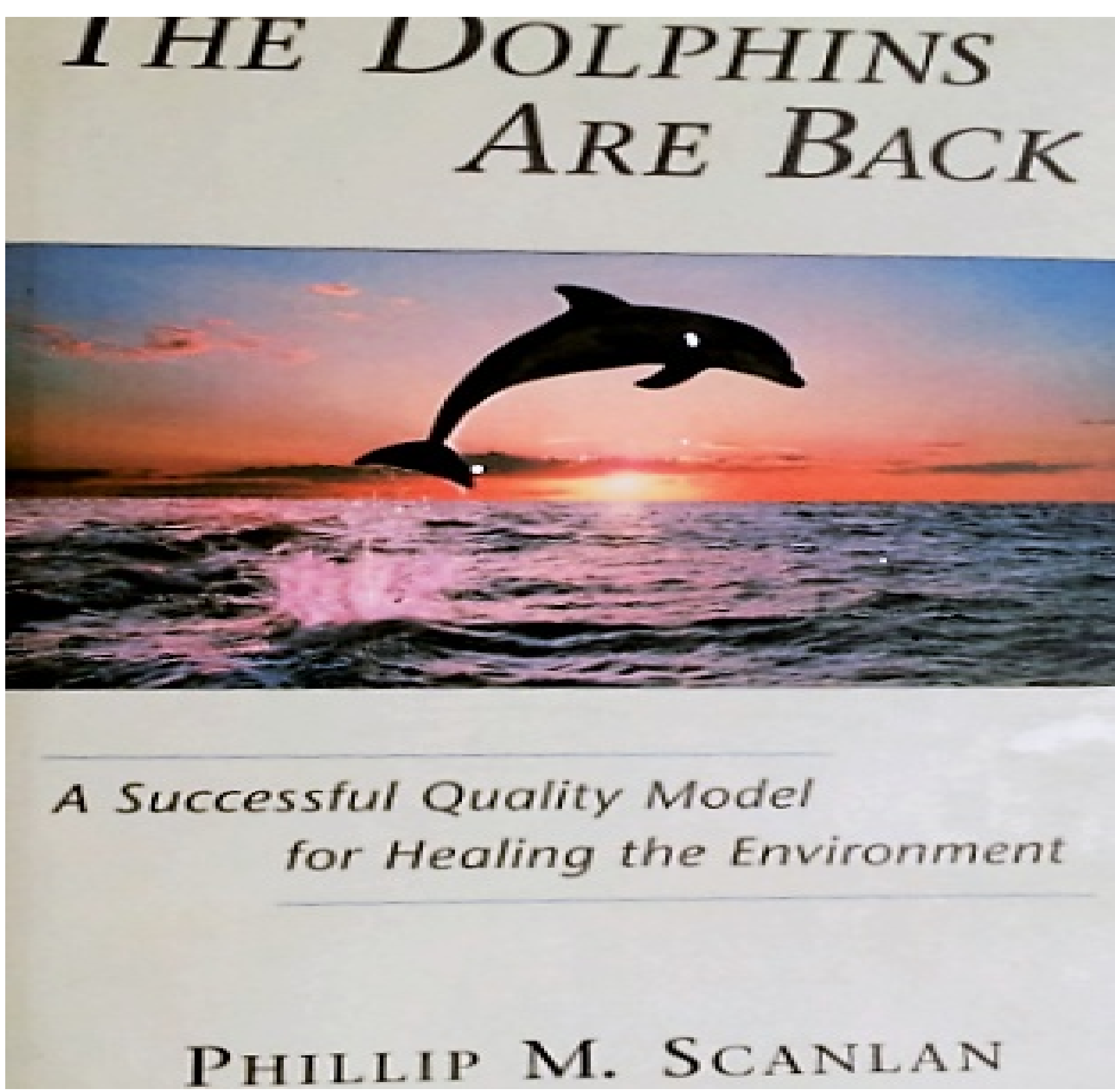
Use RECOGNITION to motivate

Provide CONTINUOUS support

Utilize BENCHMARKS

Share BEST PRACTICES

INVOLVE political leaders



•LEARNINGS

A QUALITY APPROACH IS MORE DIFFICULT TO APPLY IN GOVERNMENT

•MULTIPLE independent government organizations

•Lack of an overall GOAL for all

•Lack of a clear PROCESS to achieve the goal.

•Lack of a process owner and clear process RESPONSIBILITIES.

•FUNDING not aimed at supporting goals.

•A focus on REGULATIONS vs motivation.

•Lack of good COST/BENEFIT economic analysis to support improvements.

•Funding based on POLITICAL fairness vs. best cost/benefit.

•Frequent LEADERSHIP changes

•TRUST lacking.

RESULTS

•NJ Shore water improved from WORST to BEST in US.

•Shore Tourism REVENUE up 50%

•The DOLPHINS returned and dolphin watching boat tours started

•Costs saved for unnecessary TREATMENT of storm-water.

•A team based culture for improvement has SUSTAINED.

CONCLUSION

EXCELLENCE in government can be achieved using a quality approach.



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